



Strategic Management Board



Draft
15 FEB 01

Strategic Management Review

22 February 2001 0800-1030 hrs
MP Customer Satisfaction, USACE
Capabilities and Campaign Plans



Agenda

Military Programs

Customer Satisfaction, USACE Capabilities,

Campaign Plans

- **Introduction** < 5 MIN Kristine Allaman
- **Corporate Program (M-1) Status** < 5 MIN Steve Coakley
- **Client/Customer Relationship (CC-2)**
 - **MP Customer Satisfaction in FY00** 15 MIN Phil Hunt
 - **MSC Feedback on Regional Issues & Initiatives**
 - **SAD** 30 MIN MG Anderson
- **Break (10 minutes)**
 - **POD** 30 MIN COL Pawlowski
 - **TAC** 30 MIN COL Wynn
- **Capability & Innovation Status (CI-1)** 15 MIN
 - **Leadership Capabilities & Effectiveness** Fran Nurthen
- **Update on Campaign Progress** Campaign Chairpersons
30 MIN Kristine Allaman, Steve Coakley, Susan Duncan
- **Wrap up** 10 MIN Kristine Allaman



Balanced Scorecard

SMR Measures for 22 Feb Discussion

<u>Mission</u>	<u>Client/Customer</u>
M-1: Corporate Program M-2: Strategic Client Relationship	CC-1: Strategic Client Positioning CC-2: Client/Customer Satisfaction
MP Customer Satisfaction & Capabilities Status	
<u>Business Practices</u>	<u>Capability & Innovation</u>
B-1: Business Efficiency Indicator	CI-1: Leadership Capabilities and Effectiveness CI-2: Workforce Capabilities CI-3: Command Climate CI-4: Strategic Research and Technology Support



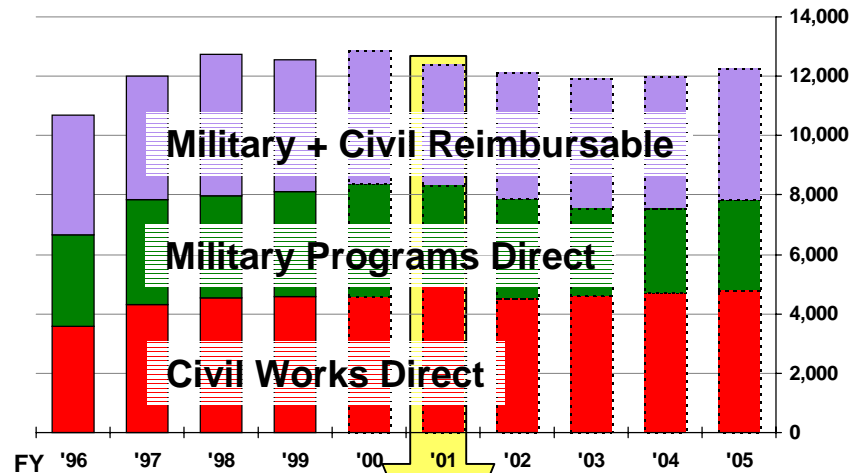
***Balanced Scorecard
SMR Measure M-1
Corporate Program***



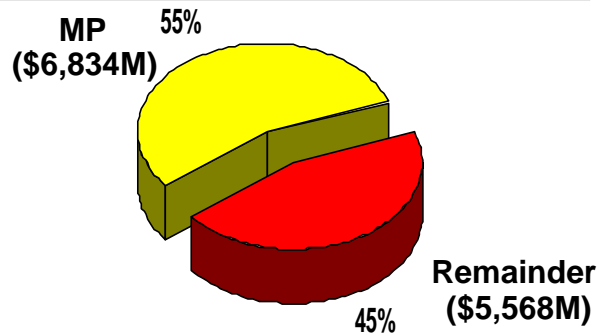
Corporate Program / Workforce (M-1)

Mission

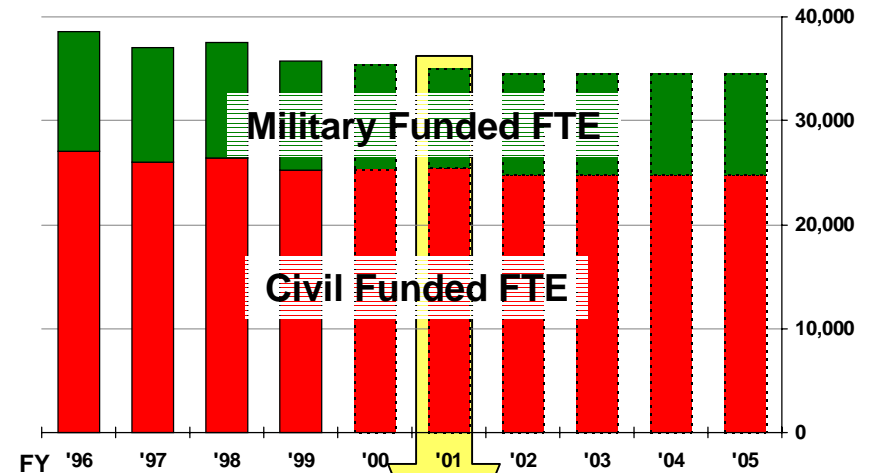
Corporate Program
(Current \$ in Millions)



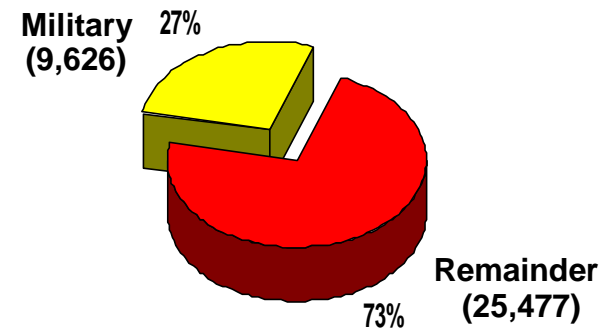
Military Programs (Direct + Reimb)
Portion of FY01 Corporate Program



Corporate Workforce
(FTE)



Military Funded FTE
Portion of FY01 Corporate Workforce





***SMR Measure CC-2
MP Client/Customer
Satisfaction***



Mil. Programs Client/Customer Satisfaction

Strategic Issues

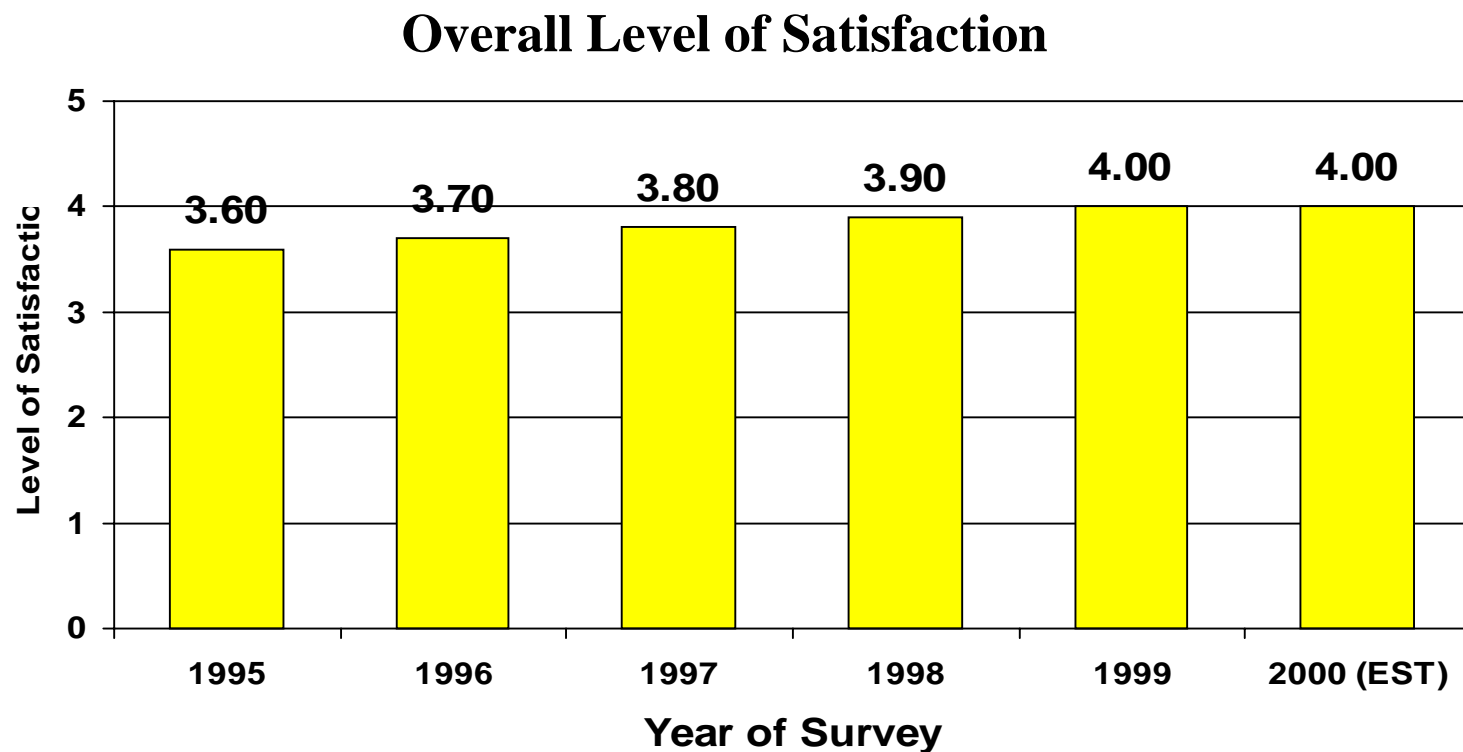
- **What are Overall & Specific Trends? Drivers?**
- **What Customer Groups are Highly Satisfied? Less Satisfied? Why?**
- **What Actions are Underway to Address Issues/Concerns/Opportunities Identified by Customers?**



Military Client/ Customer Satisfaction

CC-2

Strategic Performance Question: How well are we satisfying our military partners and customers?



Note: Data from Military Programs Customer Satisfaction Surveys, Question 11.



Military Customer Survey Results - Highlights

- **Overall Strengths:**

- **Treats Customer As A Team Member**
- **Base Realignment and Closure Support**

- **Overall Challenges:**

- **Post Construction Support**
- **Timely Construction Completion**
- **Funds Management**
- **Provides Timely Service**
- **Reasonable Cost For Products and Services**



Military Customer Survey Results

- Why Are We Improving?

- Better Communication

- We Listen to Customer Requests/Concerns
 - We Keep Customer Informed about Changes
 - We Return Phone Calls

- More Feedback

- We Provide on a Regular Basis
 - We Have Regular Meetings With the Customer



Military Customer Survey Results

- **We Continue To Improve Funds Management and Cost Accounting**
- **We Continue to Reduce Costs**
 - Includes S&A, OH, and O&M Work
- **We Continue To Improve Design Quality**
- **We Are Improving Better Post-Construction Support (Warranty)**
- **We Are Improving Our Business Process!!**



*SAD Feedback on Strategic
Issues and Initiatives
by
MG Anderson*



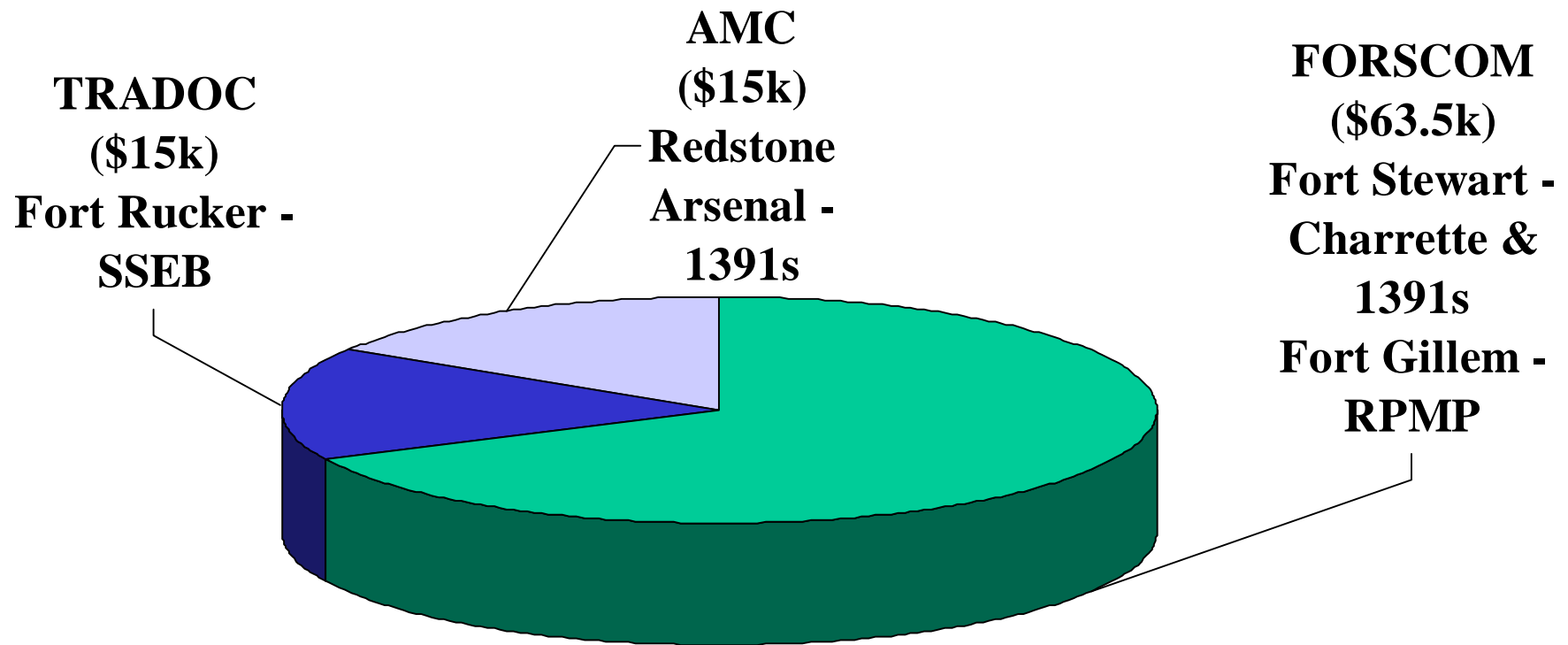
SAD Feedback on Strategic Issues and Initiatives

Strategic Issues

- **How Are Corporate Installation Support Policies and Initiatives Working in Field?**
- **What Effects Are Installation Support Initiatives Having on Customer Satisfaction?**
- **How Can We Make Inst. Support More Effective and Customer Satisfying?**

Checkbook Projects

(1st Qtr FY 01)



Checkbook/PM Fwd Support

(1st Qtr FY 01)

Savannah (\$140k)

- IS Branch (\$60k)
 - Initiated replacement of Construction IDIQ contracts in SC & NC
 - Began acquisition of two new A-E IDIQ contracts
 - Presented proposal to MOTSU to supplement DPW engineering staff

Checkbook/PM Fwd Support

(1st Qtr FY 01)

Savannah (\$140k)

- **PM Forwards (\$80k)**
 - **Managed bridge inspections for Benning**
 - **Coordinated Lightning Protection survey at Benning**
 - **Prepared SOW for repairs to Reserve Ctr at Jackson**
 - **Coordinated resolution of punch-list items in DoD Polygraph Institute facility at Jackson**
 - **Coordinated design review of Youth Activities Center at Stewart**
 - **Coordinated warranty follow-up on projects at Stewart**

Checkbook Support

(1st Qtr FY 01)

Mobile (\$65k)

- Fort Rucker
 - Completed structural review of containment walls at fuel tank area at Rucker
 - Developed SOWs for potential O&M projects
 - Developing SOW for space utilization study
 - Prepared 1391s
- 81st RSC - Prepared Acquisition Strategy for FY 01 O&M Program
- Milan AAP - Prepared as-builts

ISO Support

(1st Qtr FY 01)

- SAD
 - M&ESMP
 - IS Conference
 - IS RMG
 - Environmental & Energy Conference

- ARCENT
 - Qatar PWS (w/TAC & SAS)
- TRADOC
 - Fort Lee SSEB
 - Fort Gordon Electrical Study (w/SWD)

ISO Support

(1st Qtr FY 01)

- USACE

- IS Metrics
- IS Teleconference
- Knowledge Management
- IS Seminar

- ACSIM

- Supply Program
- Supply Conference

- FORSCOM

- RCI Lessons Learned WS
- Fort Bragg DPW SSEB (w/SAS)

Summary

- Military & Environmental Strategic Management Plan is an effective regional management tool
- IS Regional Management Group brings districts & division together to support installations
- PM Forwards continue to be a highly successful bridge between the DPW & districts

The Way Ahead

- Increase IS Program funding to Army
- Broaden IS Program to include USAF



*POD Feedback on Strategic
Issues and Initiatives
by
COL Donald Pawlowski*

Pacific Ocean Division **Feedback on Strategic Issues and Initiatives**



- by
- **COL Donald Pawlowski**
- February 2001

Strategic Issues

- How can we share/leverage existing modest USACE resources to assist CINCs and TEP?
- How can we be the CINCs FIRST choice for humanitarian and environmental engagement?
- How can we better present one engineer solution? Engineer community shows districts, public works and staff engineer to commanders -- perceived duplication of engineering assets.

Background -- Strategic Issue Discussions

- ✓ Support to the CINC's (95+ % *Military Program*)
 - Field Force Engineering
- ✓ Select "High Profile Projects"
 - National Missile Defense
 - Korea ~ Land Partnership and No Gun Ri Memorial
 - Okinawa (SACO)
 - Army Transformation ~ IBCT
- ✓ Outreach Successes

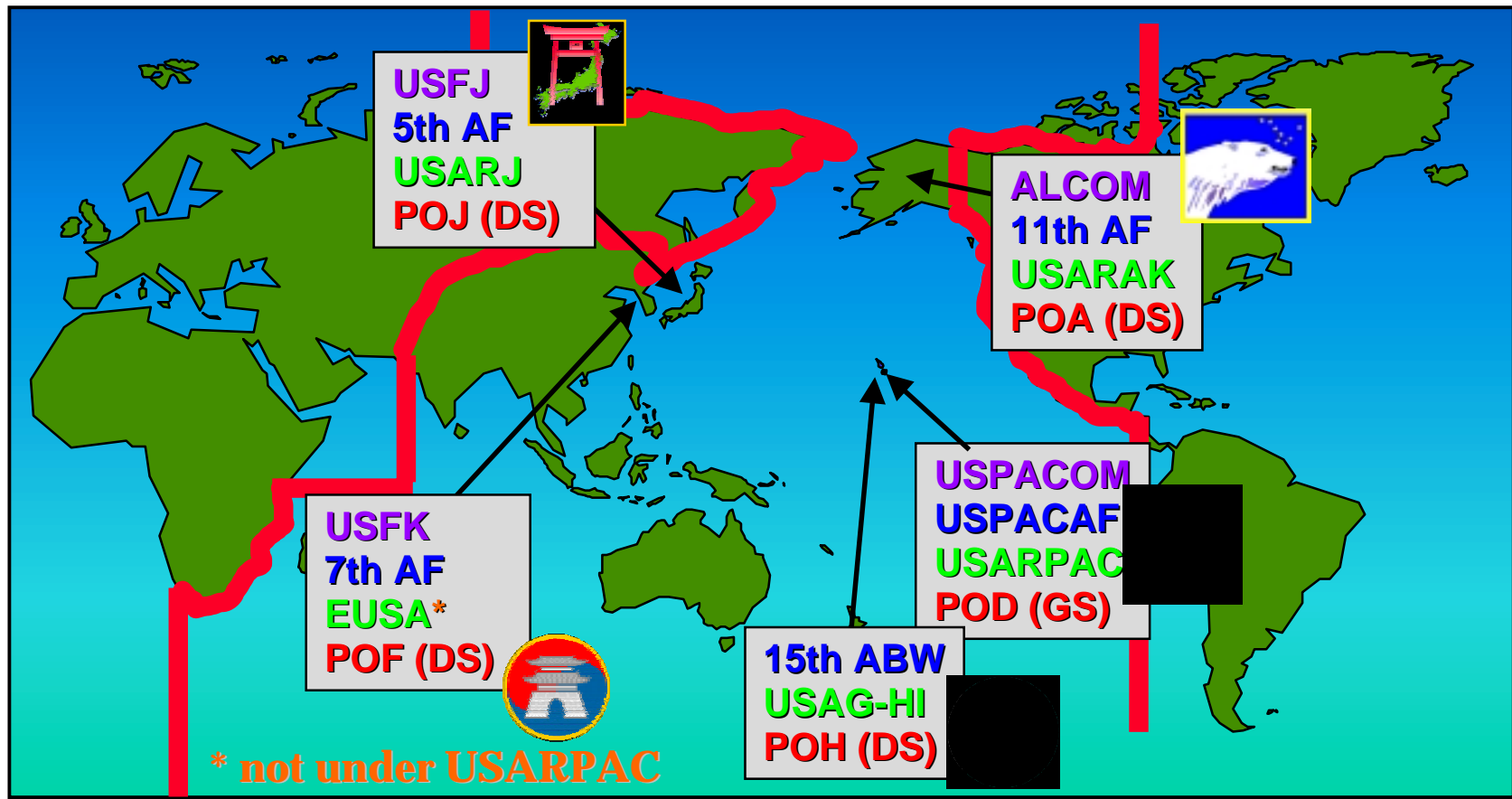
Purpose:

Discussion vs. "Pitching"

POD Area of Operations

POD is uniquely located to support the CINCs:

- Matching footprint of PACOM AO
- Match-up of districts with forward and subordinate elements
- Support 2 CINCs (PACOM and USFK)



Field Force Engineering (FFE) Initiative

“Support to the CINCs ~ a regional approach . . .”

Concepts

- Align with CINCs
 - PACOM -- POD (LNO) position siting in J44
 - USFK -- 2 POD positions siting in ACofS (ENG)
(Contingency planner and Environmental specialists)
- Support JTF planning and operations
- Small forward "footprint" with reach back
- Reach back (tele-engineering) thru POD to "One Corps"
- Regional (MSC) support teams
 - Forward Deployable teams (4+)
 - Infrastructure Support team (MSC team)
 - Base Development team (1 per POA and POH)

Field Force Engineering (FFE) Initiative

*“Support to the CINCs ~ a regional
approach . . .”*

Support to USARPAC

- East Timor
Operations- electrical
assessment

Support to PACOM

- Cobra Gold

• Support to USFK

- RSO&I
- UFL



“Olympic Floating Hotel” - Dili Harbor



*POD Team Member in
East Timor*

RSO&I Support



Select “High Profile Projects”

“Unique projects and customer needs and team solutions . . .”

National Missile Defense

- Highly political
- Multi-teams (team of teams)
 - HNC ~ Deputy World Wide Program Manager
 - POA ~ Program Manager (for Alaska Deployment)
 - Centers of Expertise ~ Omaha, CRREL, WES
- Partnerships
 - R&D ~ US Army Kwajalien Atoll /
Space and Missile Defense Command
 - Missile Shield ~ Greely (Army) under BRAC
 - Radar site ~ Shemya (Air Force)

Select “High Profile Projects”

“Unique projects and customer needs and team solutions . . .”

Korea

- Land Partnership (sensitive information)
 - 95 existing installations/sites/facilities → fewer key enduring facilities (consolidation, closures, land exchanges)
 - Safety easements
 - Increase use of ROK ranges
 - Improve QOL (housing, force protection)
- No Gun Ri Memorial
 - One year funding appropriation but still awaiting directions/guidance
 - Partnerships with OSD, State Department, and US Embassy in Korea
 - Local sensitivities

Select “High Profile Projects”

“Unique projects and customer needs and team solutions . . .”

Okinawa (sensitive information)

- Relocation of U.S. facilities on Okinawa
- Futenma Air Station relocation over 10 years @ \$2-7 Billion
- SACO (Special Action Committee on Okinawa) execute over 10 years @ \$1.7 Billion

Army Transformation - IBCT

- Announcement pending, potential IBCT located in PACOM AO

Select “High Profile Projects”

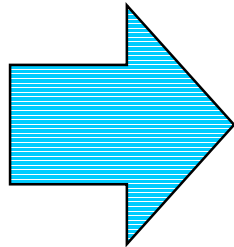
“Unique projects and customer needs and team solutions . . .”

**National
Missile
Defense**

**Partnership
and
No Gun Ri**

SACO

IBCT



Strategic Customers

Situational Awareness

Very complex, highly political and emotionally charged stakeholders
National / International visibility and significance

Approach

Regional approach to solutions
Access/Leverage Corps-wide expertise (One Corps)
Manage thru PMBP

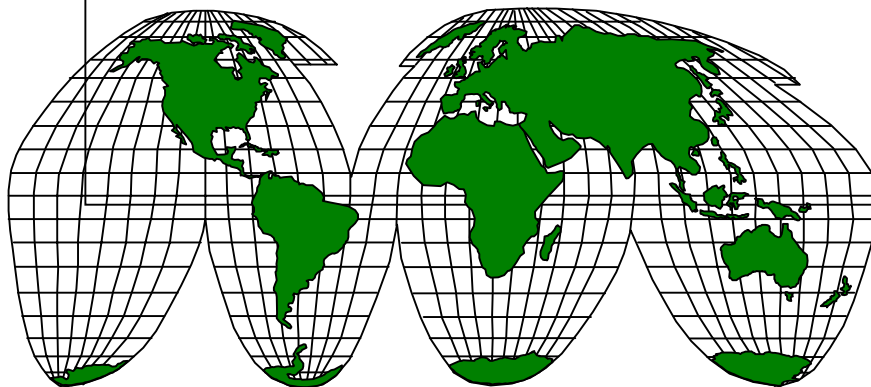
Outreach

“Regional Initiative Successes . . .”

Electrical study at East Timor	USARPAC
SME for disaster relief at Sri Lanka	USARPAC
Dam safety at Mauritius Islands	PACOM
Hospital infrastructure repairs at Comoros	PACOM
Environmental Workshops I, II, III	USARPAC

PACOM's Theater Engagement Plan (TEP)

- Want to be CINC's *“First Choice”* for humanitarian and environmental engagement



Outreach

“Regional Initiative Successes . . .”

Criteria:

- National Security/ National Interest
- Water resources or infrastructure related
- In concert with PACOM's TEP and State Department goals

Issues:

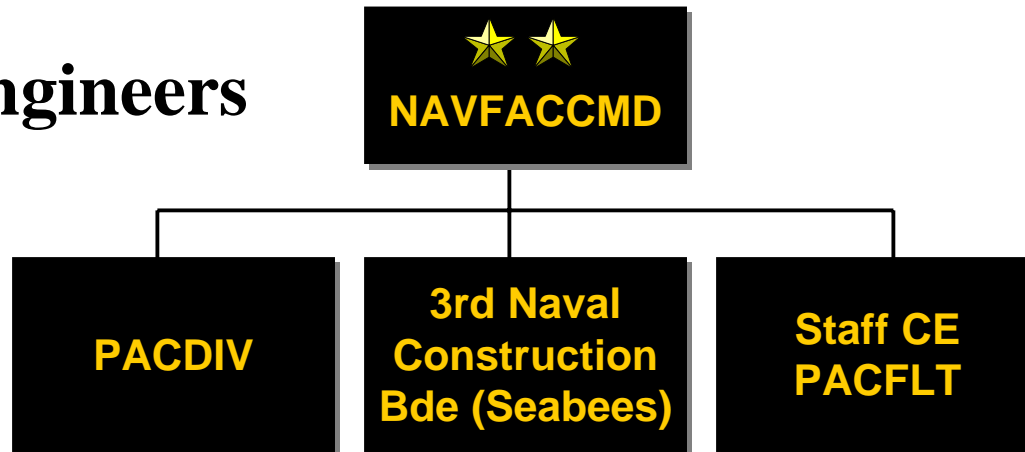
- Need to be at the table for the initial effort for possible reimbursable follow-up
- Small “seed” money for labor will greatly assist us in being an “enabler” and “player”
- Travel and per diem often reimbursed

Strategic Issues

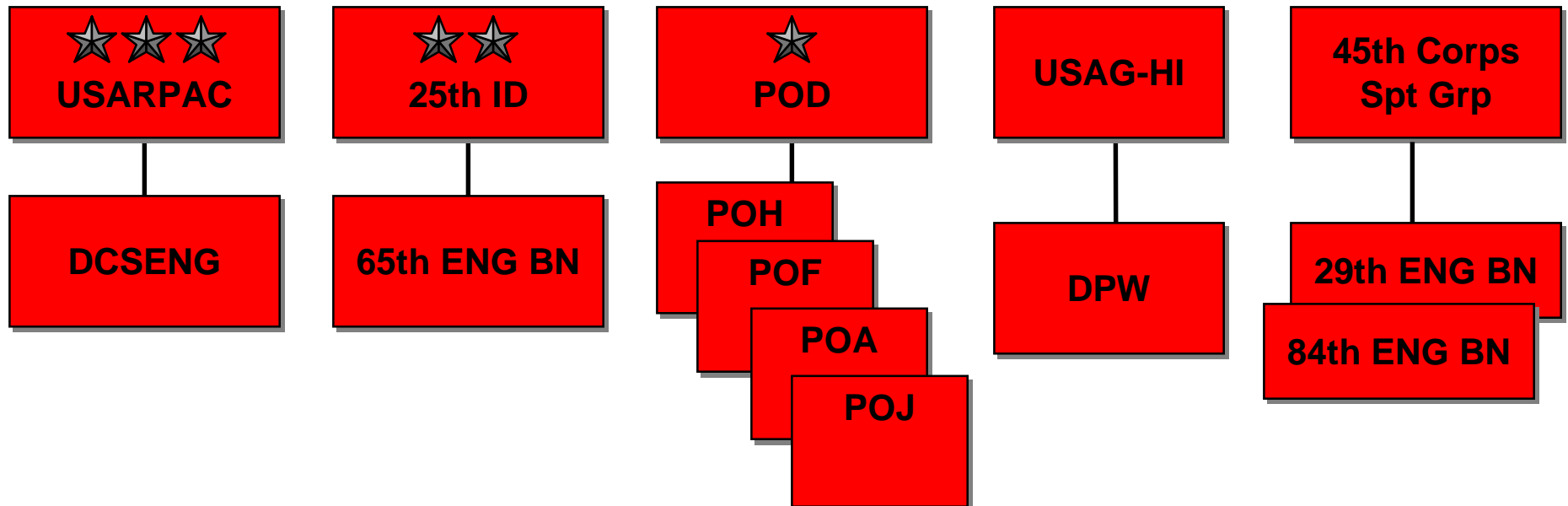
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- How can we be the CINCs FIRST choice for humanitarian and environmental engagement?
- How can we better present one engineer solution? Engineer community shows districts, public works and staff engineer to commanders -- perceived duplication of engineering assets.

Engineer C2 Difference in Hawaii

Navy Engineers



Army Engineers



Discussion and Questions





*TAC Feedback on Strategic
Issues and Initiatives*
by
COL Wynn

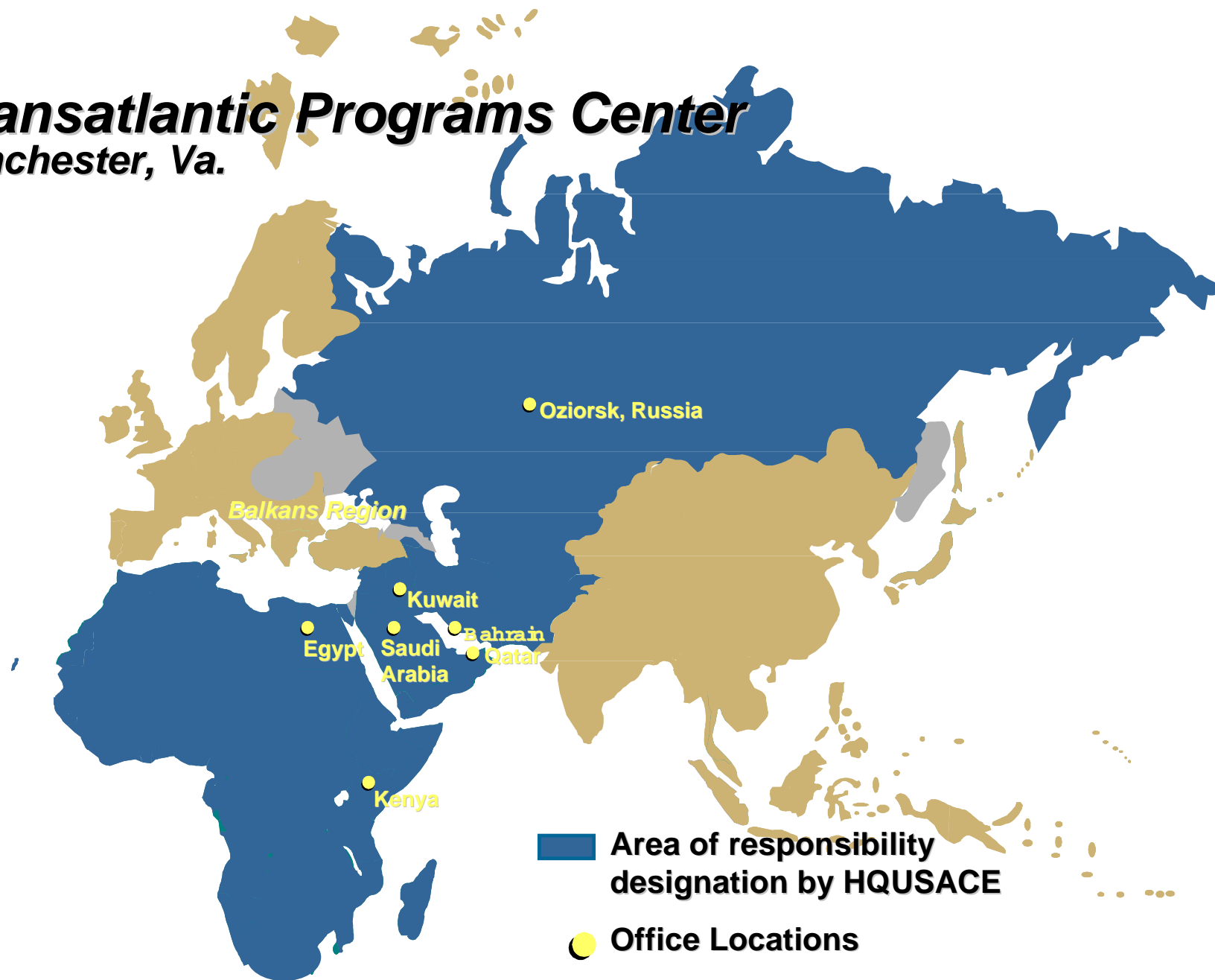


Strategic Management Review

22 February 2001

Transatlantic Programs Center

Winchester, Va.



Supporting US Central Command





U.S. Army - Camp Doha Installation Support



Camp Doha Installation Support Initiatives



U.S. Air Force Central Command Installation Support - Kuwait



Gulf Region Military Construction



“This (Qatar) facility places a large force of armor and support units that can be quickly stood up in response to any crisis in the region. It is the largest single prepositioning site for the U.S. Army in the world.” --LTC Stanton

U.S. Army Kuwait New Installation, Arifjan



US Army - Qatar Strategic Logistics Initiative



U.S. Army - Qatar



US Navy - Bahrain

Naval Support Activity Upgrades



Foreign Military Sales Egyptian Air Force



Egyptian Programs



Support for Africa Initiatives



U.S. Agency for International Development Technical Assistance



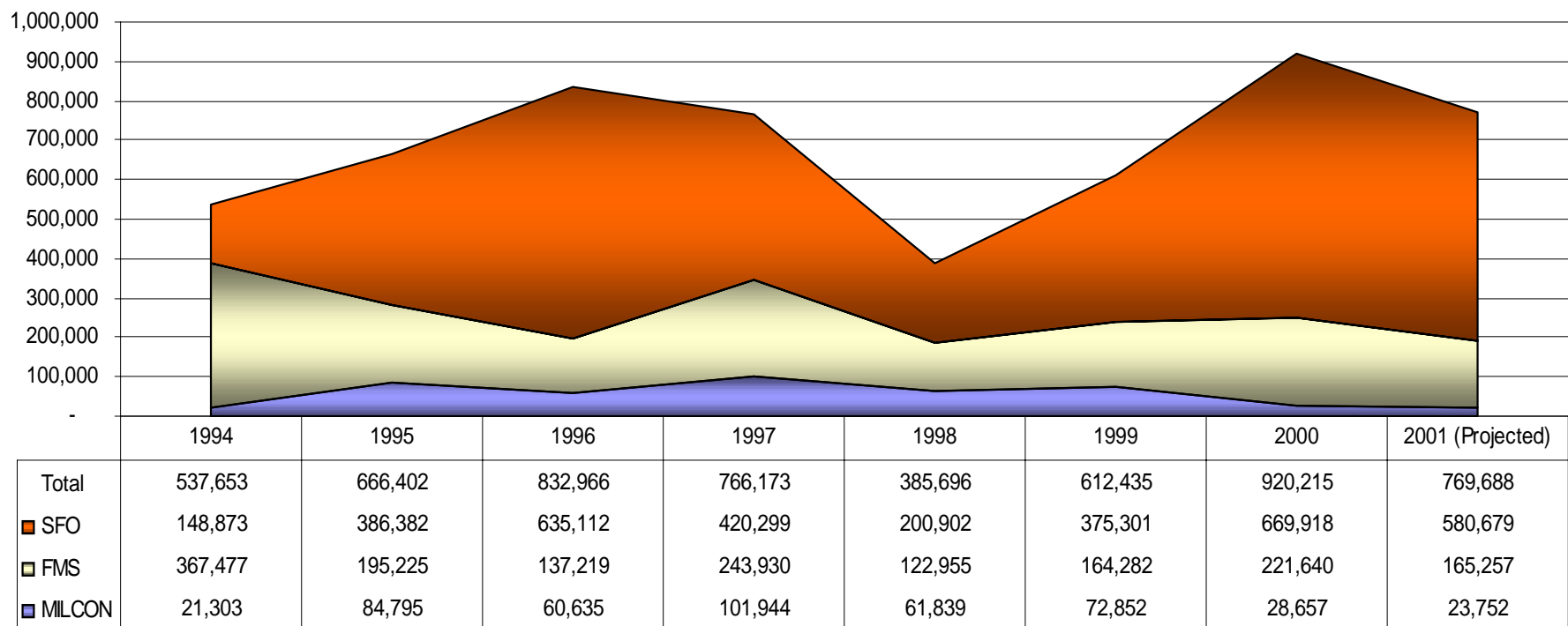
Cooperative Threat Reduction Nuclear Storage Facility



Support to US Army Europe Balkans Operations



Workload FY94 - FY01 (in thousands)



Regional Satisfaction Initiatives

- Responsiveness to USCENTCOM's changing requirements in Southwest Asia
- Instituted the Corps as a vital part of the U.S. Navy's MILCON mission in Bahrain
- Relationships with foreign defense agencies
- Key contributor to USAID's success in Kenya and Tanzania
- Installation support: we built it and they came



Regional Satisfaction Issues

- Recruitment of personnel for unaccompanied, hardship tours
- Communications and information technology support
- Lack of user personnel continuity and USACE recognition of installation support mission
- Cost of doing business
- Potential for emerging work in Africa vs. finite resources



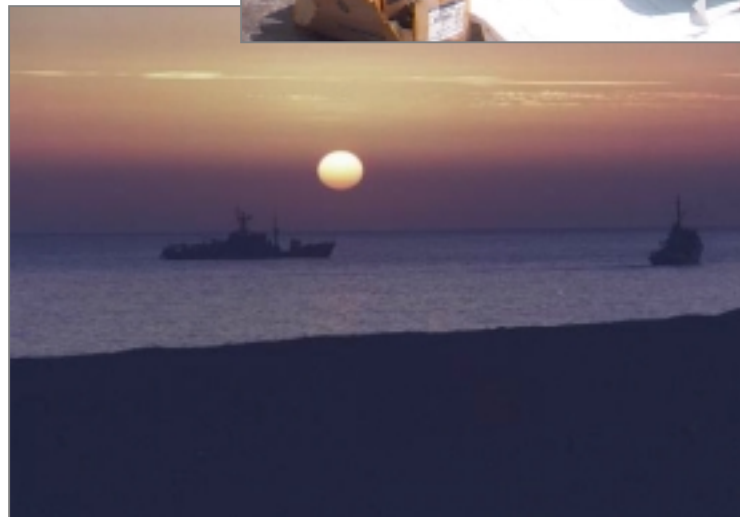
Discussion Points

Command and Control

- Director, Military Programs, responsible for oversight of TAC mission
- North Atlantic Division coordination
 - One Door to the Corps for Commander, U.S. European Command
 - Balkans logistics contract
 - Africa initiatives
- General Officer proponent
- Southwestern Division interim responsibility for USCENTCOM support



*A vital part of the Army
Serving the nation*





SMR Measure CI-1 Leadership Capabilities and Effectiveness



Leadership Capabilities and Effectiveness

Strategic Issues

- **How effective are our leaders today? Where do we have strengths & weaknesses today? What are they?**
- **How effective are our leadership development activities/investments?**
- **What changes in leadership development and effectiveness are needed for the future?**



Leadership Capabilities and Effectiveness

- **Learning Advisory Board**
 - leadership key component of LAB model / charter
 - examining current leader development programs
 - updating USACE leadership principles
- **Revalidating the Gallup Leadership Competency Interview**
 - are we measuring the right competencies
 - is the interview predictive / fair
 - how to identify leadership early in people's careers
- **Developing LCI Education Program**
- **CG Gallup Visit - April 01**
- **EIG Evaluating the Effectiveness of Leadership**



Measuring Progress of Our Campaign Plans



Measuring Progress of Our Campaign Plans - People



Where We Are: OBJECTIVES

- attract and retain a world-class workforce
- create a learning culture.
- develop leaders at all levels.



Update

- preparing draft campaign plan
- establishing corporate expectations for objectives
- carving out appropriate HQ/MSC roles
- key role for Learning Advisory Board
 - define USACE University concept
 - evaluate current and needed curriculum



Identifying Requirements & Allocating Resources:

- function on campaign plan PMP (TBD)



Plans for Measuring Campaign Progress:

- corporate metrics/method to be included in PMP



Measuring Progress of Our Campaign Plans - Communications



Where We Are: Objectives (current draft)

- Develop key strategic messages that foster understanding of USACE service to the Nation.
- Develop a work climate that is open, informed, and actively engaged in strategic listening and responsiveness.
- Build effective relationships with external constituents.
- Integrate strategic communications into all business processes.



Key Corporate Actions and Resources (notional):

- Review Trademark standards, displays (\$100K/yr.)
- Template for communications planning/training (\$50K + training)
- Communications in PMBP guidance/workshops (\$180K)
- Corporate Issues Management Process (\$40K + info campaigns)
- Communications Audit (\$200K)



Plans for Measuring Campaign Progress:

- Incorporate into Balanced Scorecard, Report at SMR
- Place into TAPES/OER Report Forms
- Discuss progress at corporate meetings, e.g., ELC, VTC

SMR Measure: Communications



Balanced Scorecard

<u>Mission</u>	<u>Client/Customer</u>
M-1: Corporate Program Trends <i>* M-2: Strategic Client Relationship</i>	CC-1: Strategic Client Positioning <i>* CC-2: Client/Customer Satisfaction</i>
<u>Business Practices</u>	<u>Capability & Innovation</u>
<i>* B-1: Business Efficiency Indicator</i>	CI-1: Leadership Capabilities and Effectiveness <i>* CI-2: Workforce Capabilities</i> <i>* CI-3: Command Climate</i> CI-4: Strategic Research and Technology Support

** Place as components in measure*



Measuring Progress of Our Campaign Plans - Process



Where We Are: Objectives (current draft)

Three key strategic objectives, nine strategies, and 34 actions:

- Practice Project Management across all levels.
- One Corps, operating regionally and globally.
- Enhance capabilities to create synergy between environment and development.



Identifying Requirements & Allocating Resources

Costs under development; narrative in:

- Army PPBES - POM Commander's Assessment.
- Civil Works Budget - Congressional Testimony.



Plans for Measuring Campaign Progress

- HQ and Regional self-assessments vs 2001-2004 metrics.
- Rotational strategic SMR discussions; Balanced Scorecard.

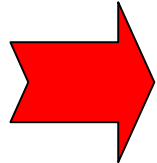


SMR Wrap Up

Facilitated Discussion
by Chairperson



M-2/CC-1 Partners Rotation



DATE	LEAD	FOCUS CUSTOMER SATISFACTION
1st Qtr FY01	Executive Liaison & their teams	<u>Feb SMR M-1, M-2, CC-2, CI-1</u> <ul style="list-style-type: none"> • MP Customer Satisfaction • SAD, TAC & POD Customer Issues/Initiatives • Leadership Capabilities and Effectiveness • Measuring Progress/Status of Campaign Plans
2nd Qtr FY01	Executive Liaison & their teams	<u>MAY SMR M-1, CC-1, B-1 & SFO Partners</u> <ul style="list-style-type: none"> • Indian Nations, FEMA and EPA • NAD, LRD & NWD Regional Feedback (MSC Cmdrs) • Business Efficiency Indicator
3rd Qtr FY01	Executive Liaison & their teams	<u>AUG SMR M-1, CI-3, & Strategic Partners</u> <ul style="list-style-type: none"> • Civil Works Customer Satisfaction • SPD, HNC and MVD Regional Feedback (MSC/Ctr Cmdrs) • Command Climate
4th Qtr FY01	Executive Liaison & their teams	<u>NOV SMR M-1, CI-2, CI-4 & SFO Partners</u> <ul style="list-style-type: none"> • USDA, DOS and DOT • SWD & ERDC Regional Feedback (MSC/Ctr Cmdrs) • Workforce Capabilities